

Concordia University
Council of the John Molson School of Business
Friday, February 15, 2002
Minutes

Present: J. Tomberlin (Chair)
J. Ahmad (Econ.), M. Amin (CGSA), K. Argheyd (Mana.), C. Bayne (DS&MIS),
S. Bognar (Mana.), B. K. Buyukkurt (Mktg.), M. Carney (Assoc. Dean), R. Chandra
(Mktg.), C. Draimin (Acco.), A. Fagnoli (Reg.), R. J. Ferguson (MBA), G. Fisher
(Econ.), M. Gowing (Acco.), I. Fodor (CASA), J. Hall (Mana.), S. Hoffman (Lib.)
A. B. Ibrahim (Assoc. Dean), J. E. Jans (SGS), G. Kanaan (Assoc. Dean),
M. R. Kapoor (Acco.), G. Kersten (DS&MIS), R. Knitter (Mana.), D. Morin (Assoc.
Dean), T. O'Connell (Mana.), S. Ray (Mktg.), M. Sharma (DS&MIS), L. Switzer
(Fina.), P. Tragoulias (CASA), E. Xenos (PR)

Absent with

Regret: A. Ahmad

I Call to Order

The meeting was called to order at 09:40.

II Closed Meeting

[REDACTED]

III Open Meeting

IV Approval of Agenda - JMSB-2002-01A

It was moved by C. Bayne and seconded by J. Hall that the agenda be approved.

The motion was carried unanimously.

V Approval of the Minutes - JMSB-2001-08M

*It was moved by M. Sharma and seconded by J. Hall that the minutes of the meeting held
December 14, 2001 be approved.*

The motion was carried unanimously.

VI Chair's Remarks and Question Period (15 minutes maximum)

J. Tomberlin reported on the great success of recent student competitions:

- The Twenty-first annual International MBA Case Competition, the week-long event held January 7 – 12, 2002, attracted over 150 students from 30 universities from around the world and 200 members of the Montreal business community who participated as judges. This year's winners were from the University of Munster. The Chair praised the outstanding fund-raising and organizational skills of the all-woman organizing team, Marie-Louise Bloo, Christina Franco, Catherine Konidas and Claudia Perello. He congratulated Khalil Soufani, MBA Case Competition Advisor, Tim Fields, Team Coach, and the Concordia team, Devon Cruikshank, Noor Shawwa and Steffen Hartleib who went on to win first prize at the Michael G. de Groote School of Business First Annual Case Competition held at McMaster University January 14 – 16, 2002.

- JMSB undergraduate students placed fourth overall and first in the academic competition in the 2002 Commerce Games held in Ottawa on January 14, 2002 earning seven medals in a total of eleven events including four gold.
- JMSB tied for first overall with the Ivey School of Business for the Undergraduate Business Games Cup. The event, held in Toronto January 17 – 20, 2002, brought together more than 900 students from twenty-two universities across Canada.
- The JMSB hosted the first Undergraduate National Cases Competition February 7 – 10, 2002. Queen's took first place, followed by the JMSB and McGill in third.

J. Tomberlin further reported the JMSB hosted a well-attended reception on February 6 to honor long-time co-op employers for their continued support. Awards were given to companies who have consistently provided placements for our students: Fuller Landau, Industry Canada, Imperial Tobacco, KPMG, TD Bank, PriceWaterhouseCoopers, Merck Frosst, Rooney Greig Whitrod Filion & Associates, Bombardier and Raymond Chabot Martin & Pare. A special award was given to Pratt & Whitney for their exceptional support of the co-op programs. The Chair congratulated M. Buyukkurt and her colleagues S. Robinson, A. Ahmad, B. Shapiro, and H. Simpkins. He gave special thanks to A. Blasi for her major contribution to the success of this event commenting on the message of appreciation she had just received from Industry Canada.

The Chair announced that the Formula Growth Investment Room on the third floor of the GM building is expected to be completed by mid-February, the data wall has been installed in the lobby of the GM building to be followed with a plasma board for posting upcoming events. He also advised that the Board of Governors would respond in March to L. English's financial plan for all University building projects that includes funding for the planning and design of the new John Molson School of Business building.

The success of the MBA Society's first Guest Speaker Series hosted by B. Ibrahim on February 13 was announced.

In reply to a question about the approval process for the MBA specializations, the Chair advised that the specializations proposed by the MBA Core Committee had been approved by the Faculty Academic Programs Committee, composed of the Chairs and the Program Directors, prior to coming to Council. The specializations were approved by Council with the understanding that the normal consultative processes had been followed. He remarked that recent concern about department input on curriculum issues demonstrates the need for department representatives to be diligent in keeping their departments informed of the decisions and recommendations of committees where they serve as department representatives.

In response to a comment that the data board and plasma wall are not ideal symbols for a School of Business, B. Ibrahim welcomed suggestions for improving the image of the JMSB. He added that efforts are being made to increase the security in the GM building.

VII Council Elections - JMSB-2002-01A-01.

Following are the results of the Council elections:

- M. Laroche, Professor, Department of Marketing, was elected by acclamation to serve on the Appointment and Review Committee for the selection of the Van Berkorn Chair in Finance.

- T. Walker, Assistant Professor, Department of Finance, was elected by acclamation to represent School on the University Library Committee for a three-year period (replacing S. Betton). Term of appointment: June 1, 2002 – May 31, 2005.
- M. Sharma, Associate Professor, Department of DS&MIS, was elected by acclamation to continue to represent the School on the Undergraduate Scholarships and Awards Sub-Committee for a three-year period. Term of appointment: June 1, 2002 – May 31, 2005.
- S. Perrakis, Professor, Department of Finance was elected by acclamation to represent the Department of Finance on the Council of the School of Graduate Studies (replacing S. Betton). Term of appointment: June 1, 2002 – May 31, 2005.
- C. Bayne was elected by acclamation to continue to represent the School of the Board of Graduate Studies Curriculum Committee for a three-year term. Term of appointment: June 1, 2002 – May 31, 2004.
- M. Paulin and W. Roscoe were elected by acclamation to continue to serve on the Faculty Awards Committee (Honorary Doctorates and Awards of Distinction) for a two-year term. Term of appointment: June 1, 2002 – May 31, 2004.
- M. Sharma and C. Draimin were elected by secret ballot to serve on the Faculty Election Panel for a two-year period. Term of appointment: June 1, 2002 – May 31, 2004.
- S. Bognar, M. Sharma and J. Mannadiar were elected by acclamation to continue to serve on the Undergraduate Student Request (& Appeals) Committee as regular members for a one-year period. Term of appointment: June 1, 2002 – May 31, 2003.
- T. Ramsaran was elected by acclamation as an alternate member. Term of appointment: June 1, 2002 – May 31, 2003.
- T. Ramsaran, B. Baran, I. Rakita, B. Shapiro, and C. Ross were elected by acclamation to continue to serve on the Standing Committee on academic Re-Evaluation. Term of appointment: June 1, 2002 – May 31, 2003.

The following elections will be brought forward to the March 15 meeting of Council.

- One (1) full-time faculty member from the Marketing department (replacing M. Thakor) to serve on the Council of the School of Graduate Studies for a two-year term.. Term of appointment: June 1, 2002 – May 31, 2005.
- One (1) additional full-time faculty member to serve on the Faculty Awards for a two-year term. Term of appointment: June 1, 2002 – May 31, 2004

VIII Business Arising from Previous Meeting

IX Report: Graduate Programs, Research and Program Evaluation

D. Morin highlighted the graduate admission statistics distributed to members of Council (JMSB-2002-01A-02 attached). The statistics indicate an overall increase in winter 2002 applications, acceptances, registrations and GMAT scores when compared to winter 2001. She reported that

the Self-Appraisal for the MBA Program was complete and that the Self-Appraisal for the Undergraduate Program was progressing well.

With regard to a question about the status of the \$500 award for M.Sc. thesis supervision, she advised that the Research Committee did not support the proposal to offer an award. Discussion of the many questions raised by the committee and the best means of implementing the award will continue. The final recommendations of the Research Committee will be brought to the Council. The Chair recommended that the M.Sc. Committee report to Council on this issue as well.

One member of Council stated that the former Dean had agreed that the supervision of two M.Sc. thesis would be the equivalent of teaching one three-credit course. It was pointed out that notion of establishing a research account as compensation for a workload issue would ultimately cause taxation problems.

X CGSA Report

M. Amin reported that the CGSA has hosted a number of very successful events including a Christmas Party for students, faculty and staff, an International students' New Year's event and a fund raising hockey game featuring the JMSB vs the Tuck School of Business that drew in over \$1,500 for the Easter Seals Campaign. A rematch for the recent MBA students vs faculty and staff hockey game will be scheduled. The score: students 8 – faculty and staff 12. A celebration of the Chinese New Year in China town that attracted more than 160 students, faculty and staff took place on February 8th. Lastly, he reported that approximately \$18,000 of student fees has been used to improve computer facilities for graduate students doubling the number of computers from ten to twenty. It is expected that the facilities will be ready in six to eight weeks.

With regard to the status of the request to add the John Molson School of Business and the AACSB accreditation logos to the degree certificates, the Registrar's office has asked all Deans to clarify what they want on the degree certificates for spring 2002. The Chair will provide further information on this matter at the next meeting of Council.

XI Report: External Affairs and Executive Programs

M. Carney defined the two-fold role of the Office of External Affairs. Firstly, it is a service unit designed to provide advice and services to promote the School's programs. Secondly it acts as the protector of assets, trademarks, such as the standardized use of the logo, promotional materials and events that affect the reputation of the School. Short-term components of the goals of the Office include: the print campaign, public relations issues, web page content and design. A move from print to web advertising or at least a rebalancing of the two media is planned. Diversification of international student recruitment activities is a medium-term goal and alumni development, starting the day students are admitted to the School, is a long-term goal.

It was recommended that faculty involved in media events ensure that they are identified as coming from the John Molson School of Business rather than Concordia University. A brief discussion ensued regarding the letterhead and business card design. One member of Council stated that the Concordia name and crest should be given more prominence and consideration be given to eliminating the AACSB accreditation symbol.

XII Report: Administrative Affairs and Human Resources

With regard to facilities, B. Ibrahim reported that within the next month and a half the front desk in the GM lobby would be staffed and security cameras would be installed. The Formula Growth Investment Room on the third floor is almost complete and the DS&MIS computer lab on the second floor has been completed. Overall the School has committed resources to improve the quality of facilities for both the graduate and undergraduate students. With regard to the budget, B. Ibrahim reported that an improved budgeting control process has been put in place.

Ibrahim was thanked for his efforts on behalf of the John Molson School of Business.

With regard to a complaint about inadequate space for exam writing, B. Ibrahim advised that the Office of the Registrar was responsible for allocating space for examinations.

XIII Report: Undergraduate Programs, Academic and Student Affairs - JMSB-2002-01A-02

G. Kanaan highlighted the comparative admission statistics for Undergraduate Business Programs noting a 4% increase over the winter 2001 admissions despite an increase in the CRC admission standard. The increase is due to domestic admissions while the decrease in international admissions may be largely attributable to the effects of September 11. Efforts will be made to develop a means to attract more international students and establish a mechanism to expedite their admission process. In response to a question he confirmed that to ensure consistency, the standards for international students would also be raised.

XIV CASA Report

P. Tragoulias reported on recent student successes – winning the academic gold at the Commerce Games, tying for gold in the Undergraduate Business Games, and hosting the first Undergraduate National Case Competition. In addition JMSB students were among five universities that participated in a fund-raiser playing hockey at the Molson Centre.

He announced that he was running for the President of CASA in next week's elections. He stressed the need for JMSB students to become involved in improving the image of the School and the University after the disturbance caused by the CSU issue. CASA wants to ensure that the six JMSB seats on the CSU Council are filled by individuals who will positively represent the School.

With regard to the Career Placement Centre, P. Tragoulias reported that a student advisory board has been struck to help the CPC with the students' view of their needs from the CPC. With regard to facilities, he advised the twenty new computers have been installed in the R. O. Wills Computer Lab and expressed appreciation for the additional space given to CASA on the second floor of the GM building. CASA in collaboration with HEC will host an event similar to the Bridging the Gap Between Theory and Practice the last weekend in March – over 250 students are expected to attend.

In conclusion, he thanked everyone who participated in the student events with a special "thank you" for M. Haber, Director of the Undergraduate Competition Program.

XV Reports from School Representatives on University Committees

One member of Council complained about the lack of reports from Faculty representatives on the Standing Committees of Senate and the Board.

- i) University Senate – There was no report.
- ii) Arts and Science Faculty Council
R. Knitter reported that there was an air of celebration at the last meeting due to an 8 – 9% increase in enrolments. The privatized sector had a 42% increase. The plan is to increase enrolments to offset the anticipated decrease in funding in the social sciences and mathematics. She reported that new science building is progressing on schedule and is expected to open in 2003. Some members of the Faculty have been given a hard-hat tour of the site. She noted that the Dean had commented that the John Molson School of Business would be responsible for repaying last year's deficit.
- iii) Senate Academic Planning and Priorities – There was no report.
- iv) Senate Academic Programs Committee - There was no report.
- v) Senate Research Committee - JMSB-2002-01A-03
L. Shanker's report was received.
- vi) University Library Committee – There was no report.
- vii) Undergraduate Scholarships and Awards Sub-committee
M. Sharma advised that the committee would not meet until September. Consequently, there was nothing to report.
- viii) Board of Governors – There was no report.
- ix) Council of the School of Graduate Studies
J. E. Jans reported that the last meeting of the School of Graduate Studies had been cancelled.

The Chair requested that representatives on the Standing Committees submit their reports at the next meeting.

XVI New Business

- i) JMSB Career Centre Report - JMSB-2002-01A-04
It was moved by M. Sharma and seconded by D. Morin that C. Zananiri, Director of the CPC, be granted speaking privileges. The motion was carried unanimously.

C. Zananiri presented an overview of the activities of the Career Placement Centre since the start-up in March 1998 including the mission statement, user statistics, employer activity, market demands, placement rates and placement salaries. A copy of the 12 slides presented is attached.

C. Zananiri reported that the Centre takes an entrepreneurial approach focusing on flexibility to meet the needs of the stakeholders with emphasis on the development of partnerships and networking opportunities. Recent research indicates that 30 – 40% of hires are the result of networking. The Centre is a source of qualified candidates that provides venue for recruitment and networking including career fairs, corporate

information sessions, business luncheons and cocktails. The Centre organizes on-campus events for companies, markets the event, and contacts the students working closely with the student associations. Last month's Pharma-Day hosted seven of the top ten pharmaceutical companies, including the top three worldwide, and attracted over 180 students. A similar event for the food and beverage industry is planned for spring 2002.

The Centre is heavily involved with the student associations and responds to their needs by developing workshops, attending events, assisting with sponsorships, etc. An employer seeking a B. Com. with a Finance major, a GPA of 3.4 who speaks German, English and French has the benefit of the data base developed by the Centre which contains information on all students registered with the Center. The Centre's website has on-line job postings, resumés and links to career related resources.

The Centre tracks MBA alumni and maintains data on their location, their employer and their salaries to provide the needed data to publications for their regular issues of University rankings. Tracking of undergraduate students is planned in the future.

In response to a question about a decrease in the use of the Centre's Services, C. Zananiri explained the difficulty the Centre has in trying to reach undergraduate students. Graduate students can be contacted by e-mail but e-mail lists for undergraduates are not yet available. A market research study on how to best reach undergraduate students is underway and V. Shanker, Information Officer, is developing a survey for undergraduate students.

C. Zananiri reported that overall recruitment through the Centre had decreased by 21% compared to the business norm of 25% - 40%. She attributes this to the Centre's focus on building relationships with steady, traditional employers rather than pursuing more prestigious firms. The placement rate for MBA students is approximately 90%. Last year's recruitment of undergraduate students in September resulted in an 84% success rate. In her opinion our students are in an excellent position with strong recruitment in the areas of the pharmaceuticals, government, education, construction, security and insurance. These fields are upgrading the staff and looking at succession planning because the average age of the work force is on the rise.

A motion of thanks to C. Zananiri for her efforts on behalf of the John Molson School of Business was moved by J. Hall and seconded by M. Sharma.

The motion was carried unanimously.

- ii) University Writing Test – Proposed Changes - JMSB-2002-01A-05
The proposed changes to the University Writing Test were strongly endorsed. During the discussion a number of Council members recommended that students have specific grammar, composition and comprehension tests at the beginning of their studies. It was also suggested that the TOEFL score be raised to 600. One member of Council was opposed to allowing 6 credits of ESL courses count as part of the degree requirements.
- iii) Proposal to establish a Chief Research Officer Position - JMSB-2002-01A-06
This item will be brought forward to the next meeting of Council.

XVII Other Business

XVIII Adjournment

It was moved by M. Sharma and seconded by S. Bognar that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:15

XIX Next meeting

March 15, 2002 at 09:30 in gm403-2.